



GWOT Lessons Learned & CONOPS for Effects-Based Air Component PA Ops

***Lt Col Andy White
Director, HQ AFSOC/PA***



Disclaimer & Limitations

- **Focus**
 - **Perspective of an AF PA Airman assigned to CFACC/PA**
 - During transition to war & air campaign phase of OEF & OIF
 - OEF: PA Plans/IW LNO; OIF: C-3 STRAT cell then AOC floor
 - **Reflects that perspective, input from other CFACC/PA Airmen**
 - Observed trends in AF doctrine & warfighting ops
 - **Many lessons learned of other PA Airmen not cited here**
- **Lessons Learned are *my* Lessons Learned**
 - **Proposed CONOPS is that - a *proposed* CONOPS**
 - **Not yet reality yet heavily influenced by LL**
- **Descriptive brief -- not authoritative**
 - **AFSOC not the process owner**

Overview



- **I. GWOT - Some Military Lessons Learned**
- **II. CFACC/PA OIF Lessons Learned**
 - PA - IW Integration at the Air Component level
- **III. Proposed Air Component PA CONOPS**
- **IV. Road Ahead & Implications**

I. GWOT military lessons learned



Some GWOT Lessons Learned



- **Speed**
 - Maneuver, weapons, munitions, planning cycles, response times...
- **Initiative - make enemy react to you**
 - Valued & applied on kinetic side
 - Why? Doctrinally preached & normalized in all forms of training
- **Precision**
 - Crucial for political as well as kinetic considerations
 - Political cost of inaccurate action and unintended effects rising
 - Why?
 - Increased lethality of warfare; trans-national actors
 - Range, speed & effect of mass media
 - Coalition warfare for achieving & sustaining end-state
 - Coalition interests diverse; Solidarity often politically fragile

More... GWOT Lessons Learned



- **Integration**
 - Jointness; conventional and SOF; synchronized ops; US & coalition
 - Elements of national power: military, economic, diplomatic, informational
- **Information dominance - Systems are key**
 - More than just intel - how we sort, synthesize, distribute, leverage
 - Processes and products - not just platforms and pictures
- **Integrated planning**
 - Every phase of ops important - must have effects-based thinking
 - Must anticipate & address alternative branches & sequels
 - Synchronized ops for synergistic effects
 - More than posting stovepipe plans on a shared server
 - AF commitment to integration:
 - Established GO Air Coordination Element (ACE) at CFLCC & CENTCOM

II. OIF CFACC/PA Lessons Learned



OIF Air Component PA misfires



- **100+ PA Airmen in AOR - not one dedicated, CFACC/PA planner**
 - Did not formally publish & distribute:
 - Pre-war CJCS P-4 to Service Chiefs; Annex F
 - Strategic Comm Plan; P-4 from CFACC to AEW/CCs; PA objectives
- **Engaged AOR embassies at senior PA level only days before war**
 - Made media embed approach DOA for AF forces
- **AF forces dispersed - hard to concentrate PA Airmen & ops**
 - Increased total PA manning requirement
 - Staffed several AEW PA teams thinly & at very junior grades for their mission
 - Requested additional PA Airmen only days before combat - arrived way too late
- **Failed to fully appreciate joint duties of AF PAOs at CPICs**
 - Didn't fully exploit their insight, potential contributions to CFACC PA plans & ops
- **Failed to efficiently tell airpower story thru mid-market media**
 - No systematic approach for efficiency; Heroic work by individual PA Airmen
 - Under-exploited technology as tool for providing media virtual access

PA Application of Airpower planning



- **Centralized Command - De-centralized execution**
 - Fundamental military tenet
 - US military planning process:
 - Labor intensive, integrated, formal, disciplined, continuous
 - Planning litmus test:
 - How does this action support the strategic plan?
 - Disciplined, detailed, continuous, formal PA planning
 - Would enable PA **initiative and increase flexibility**
 - Increases CFACC SA; Ensures actions support plan
 - Alternative COA:
 - Informal PA planning & COORD; Unrehearsed initiatives
 - **Creates risk, stress, anxiety -- constrains PA initiative & flexibility**

Mission clarity



- **Joint & component CCs have combat-centric PA values**
 - Priority values: Victory, coalition solidarity, inter-service unity
 - OPSEC, constant SA, planning & ops discipline
 - Theater access, freedom of maneuver and action
 - Practice Operational Risk Management in everything
 - Risk averse unless value of objective worthy of the risk
 - Most processes doctrinally defined & normalized thru years of training
 - ~~Publicity for weapons programs/service components~~
 - ~~Column inches or airtime~~
 - ~~Publicity purely for morale/recruiting~~
- **Must link proposed PA actions to CC's joint objectives**
 - Logically & formally link proposed PA ops to strategic, enabling effects
 - Service-based PA objectives can (and should) be planning considerations
 - Should be: justified in joint terms; effects-based & plan-supporting

PA - IW Integration



■ IW Doctrine & organization

- Increasing resources & emphasis...
 - But ambiguity remains: Roles & missions, relationships
- Doctrine: PA one of many functions generating IW effects
 - Some organized & executed under IW; Others merely coordinated

■ Division within PA community on PA - IW relationship

- Integral, core element of IO capability (AF); **OR**
- “Supporting” capability with a “purifying,” organizational firewall & only “coordination” responsibility?
 - Debate delaying critical mission area improvements

Background: ***IW Organization & Mission***

(AF)



- **IW flights at NAFs (& overseas MAJCOMs)**
 - Continually engaged across spectrum of conflict
 - Researching, planning, writing doctrine, defining & practicing TTP
 - Exercise planning & play
 - All report to 67 IO Wing at Lackland AFB TX
- **C-3/IW at CAOCs staffed from IW flights thru AEF**
 - **Mission:** Continuous planning, coordination, integration & assessment

Sources of IW frustration



- **PA has not invested much in war planning & war training**
 - Prevents IW from formally integrating PA plans into overall IW plans
- **PA has not invested in robust, realistic PA & media play in exercises**
 - Most AF PA people enter war unfamiliar with joint ops, plans & AOC processes
 - Lack: clearances; planning focus; enabling relationships
 - When it occurs, PA play in exercises is not operationally based or “mature”
- **IW views PA as lacking commitment to wartime ops**
 - PA understaffed & late to engage—shallow ops knowledge
 - AF IW community views PA as too passive
 - IW Airmen: backgrounds in ops -- authority for initiative is default position
 - OIF: IW didn't understand PA “lane” discipline, host-nation constraints
- **IW View:**
 - PA shortcomings undermine IW planning & ops integration
 - Hurts the mission & reflects poorly on IW



Sources of PA frustration

- **#1) US ops, CCs & national defense vulnerable to enemy propaganda**
 - Geo-political, media & technology environment changing faster than we are
 - OAF & OEF proved airpower particularly vulnerable to enemy propaganda
- **Lack of pre-war PA planning & training**
 - Overloads deploying Airmen—mission suffers
 - Deliberate plans not systematically distributed & vetted, matured
 - Formats – county option; PAG too static for fast-paced, modern warfare
 - PA planning & C2 tools developed on the fly lack maturity, validity & impact
- **PA people get little training for wartime missions**
 - Good people left to learn it on the job—reflects poorly on them
 - Limited formal PA planning & presentation makes PA success look reactive
- **Frustrated IW Airmen pursued directive, co-opting approach in OIF**
 - IW people lack: operational authority to task PA; PA expertise & experience
 - Long hours, stress of warfare, noble intent fueled bearing shortfalls (both sides)
- **Promised benefits of IW integration only partially fulfilled**
 - IW airmen with Intel background have many tasks—PA support just one

OIF PA-IW teamwork: IW Watch Desk



■ IW watch desk

- **Monitor missions in CAOC (Intel O-4/3 & E-7/-6)**
- **Use IW “football” to monitor & assess priority missions**
 - Communicate real-time info to IW planners, actors for action
- **Alerted PA CAOC officers on incidents of PA interest—helpful!**
 - Advised PA Current Ops Cell on LNOs, SMEs for follow-up info
- **LIMFACs: full time monitors—not Intel research support to PA**
 - PA relied on IN Airmen in Combat Info Cell for research
 - PA was second tier customer for them as well
 - Limited understanding of PA values & objectives affected support
 - Ex: CBU research & stats; Baghdad marketplace CD allegation

OIF PA-IW teamwork: Combat Information Cell



■ **Combat Information Cell**

- **Team of IW field grade officers independent of C-3/IW**
- **Dedicated officers to research high-profile ops issues for CFACC**
 - Improves quality of research for most important PA incidents
 - Reported directly to CFACC; Independent of AOC & ops chains
 - Mitigates conflicts of interest and competing priorities
 - Reduces risk “ground truth” on sensitive issues will be compromised
 - Provided PA researched ops assessment on complex, strategic issues
- **Experts in AOC processes & comm systems & combat ops**
 - Brought Web-based COORD, process discipline & IN expertise to analysis
 - Built data management templates accessible at all levels of command

OIF PA-IW teamwork: Combat Information Cell



- **Improvement opportunities: Combat Information Cell**
 - **Team saw its role as operational (PA ops releases) as well as analytical**
 - Tried to task PA people heavily early—misappropriated vital PA time
 - **Team was chartered & identified by Gen Moseley just prior to conflict**
 - No time to define mission, mature processes & relationships
 - CFACC's broad, general guidance based on OEF model created confusion
 - **Recommendations:**
 - Need absolute clarity on CIC-PA relationship, roles & missions
 - PA Current Ops Cell = CIC customer—not a subordinate unit or CIC staff
 - Encourage more real-time info sharing at AO level throughout research
 - Sharing “preliminary” data helps PA AOs improve response times
 - Preliminary data often withheld for days—PA not treated as a trusted agent

OIF PA-IW teamwork: PA Current Ops Cell (AOC)



- **Four PA Airmen integrated into AOC floor**
 - Familiar with IW Doctrine, CAOC Ops
 - Understood IW concepts, capabilities & missions
 - **Demonstrated potential value of PA integration on CAOC floor**
 - Short, **timely** releases on current ops shaped media focus
 - Got inside enemy propaganda cycle: focused media on intent of strikes
 - AOC familiarity & relationships helped RTQ research for PA ops team
- **Improvement Need: Potential value of AOC integration hardly tapped**
 - **Institutionalize, expand & train for permanent PA presence on AOC floor**
 - Would increase PA initiative, tempo, flexibility, integration & effect
 - Would reduce response to query (RTQ) cycle times; Improve answer fidelity
 - Would exploit kinetic & IW ops of others; Secure improved support to PA
 - **Enhanced impact demands:**
 - Organizational action; proper manpower & grades; robust training

OIF PA-IW teamwork: PA Planning Shortfalls



- **Improvement opportunities: Invest in PA planning & C2**
 - **PA had one-deep Strategy/Plans cell for @10 days prior to combat**
 - High-tempo war, IW mission conflicts forced shift to Current Ops Cell
- **Assessment: Creating, employing formal PA plans & C2 tools would...**
 - **Increase PA authority, initiative & flexibility**
 - **Reduce CFACC & AEW/CC risk exposure**
 - **Improve PA integration with AOC & IW**
 - Allow synchronized PA, kinetic & IW ops for synergistic effects
 - Phased PA ops & messages for mass & precision effects
 - Enable, guide & increase PA ops initiative
 - Enhance support for PA ops
 - Define assessment standards
 - Legitimize achievements

PA-IW Teamwork opportunity: Weapon Systems Video



- **Securing, reviewing, packaging & submitting WSV**
 - PA should lead -- ensure selected WSV communicates key message
 - PA STRAT/Plans Div should flag key strikes in ATO based on plan
 - Build process to task unit IN reps, A/C LNOs to “push” priority WSV
 - PA planners should “flag” desired strikes in ATO
 - Selections should be “effects/objectives-based”
 - PA Current Ops Cell should review & distribute optimum WSV
 - Requires thorough PA understanding of combat plans & objectives
 - PA planner immersion in AOC Strategy & Planning process

PA-IW Teamwork Opportunity: MISREP & BDA flow



- **Securing & leveraging timely confirmation of key strikes**
 - CAOC rarely knew strikes executed until post-strike MISREPs were filed
 - Many of those were never done—confirmation of strategic strikes delayed
 - Impedes releasing intent of key strikes to frame focus of media coverage
- **Reviewing & responding to CD allegations**
 - Need units tasked & trained to push MISREPs & WSV of possible CD
 - OIF system based on CAOC “pulling” such data -- slow & ineffective
 - **IN experts in IW could help define process, advocate & train IN, Ops world**
 - Would allow QUICKER interim responses to CD allegations
- **“Pushed” MISREPs & WSV would:**
 - Allow preemptive release to put CD in context, mitigate enemy propaganda
 - Provide small, first sort sample for streamlined CD allegation research
 - Save valuable PA & IN research time—reduce response cycle times

CD allegations: National PA policy



- Confidence levels need to be **HIGH** for responses to CD allegations
 - Challenge: Accounting for all ordnance in high-tempo, TST-heavy air ops
 - Risk: US & coalition credibility at stake! PA must be comm conscience
 - Action: Train frustrated leaders to exercise caution refuting allegations
 - False denial proved wrong could give credibility to enemy that has none
- **Solution: reduce research requirements**
 - **Require a minimum threshold of plausibility before researching**
 - OASD/PA & Combatant Command currently react on demand
 - Task air component to research any & all allegations
 - Often without detail to establish plausibility or enable effective research
 - PA & IN chase “red herrings;” Consumed enormous resources -- low return!
 - Coalition inability to “prove the negative” adds credibility to the ridiculous
 - **Recommendation:**
 - Air component propose & DoD adopt plausibility threshold for investigation
 - Variables: magnitude of alleged incident; specificity or source of allegation...

Paradigm shifts



YESTERDAY TODAY

Customer: Service component Combatant CC

Measure of Merit: **Column inches/air time** **Strategic/Enabling Effects**

PA Planning: **Annex F, PAG message** **- plus AOD, CTO, football..**

PA Desires: **Max PA latitude** **Max PA precision**

Objectives: **Recruiting/Retention/Morale** **Freedom of action**

Service/A/C/system advocacy **Coalition solidarity**

Theater access

Erode enemy support

Sustain political will

Mass produced by: **Column inches, air time** **Synergistic effects**

E-B, phased PA ops

Traditional PA Guidance Messages

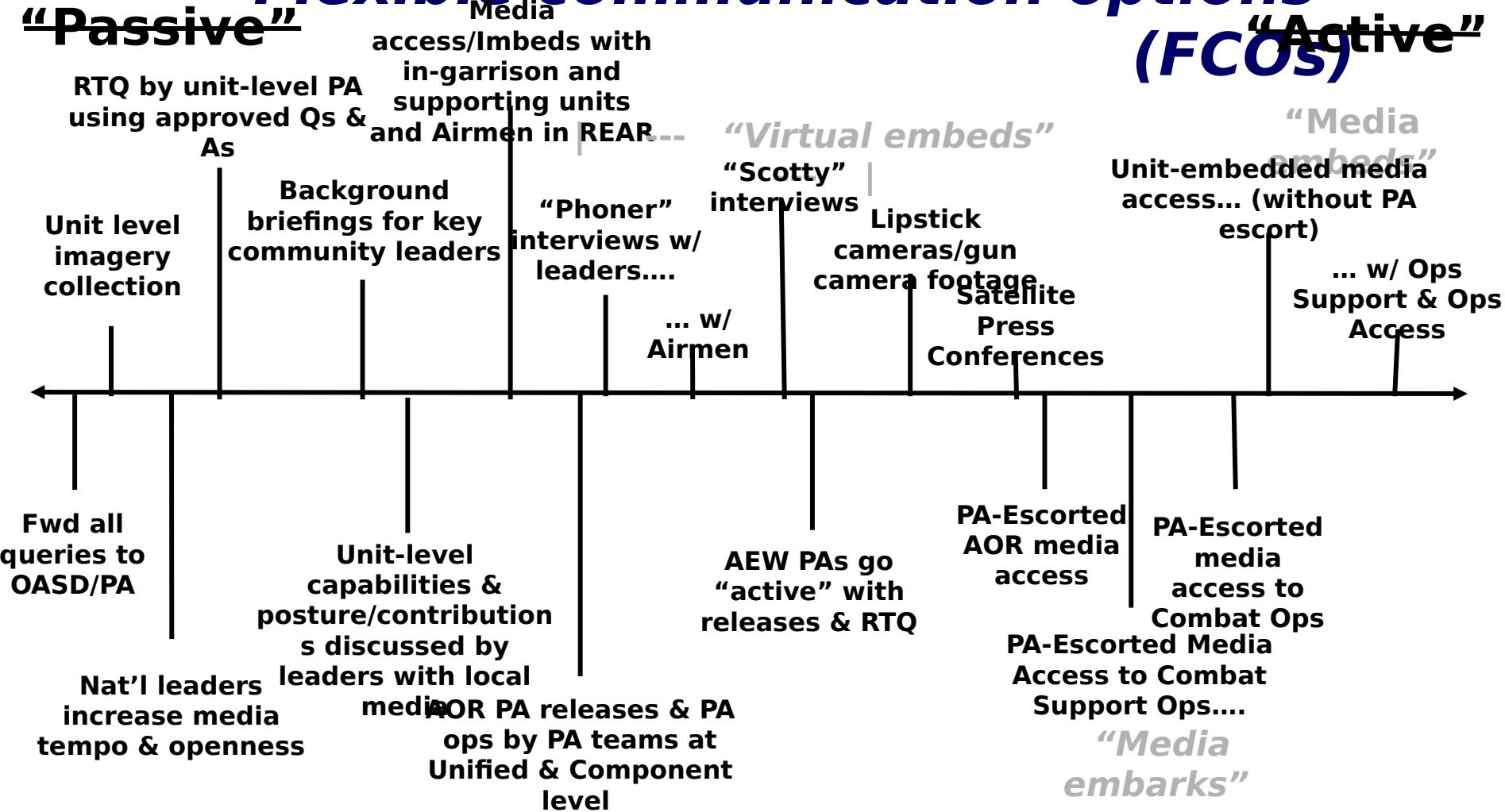


- **Currently PAG = lowest common denominator authority**
- **On or off (Passive/Active) PA ops alternatives too limited**
- **Need more tailored, precise, flexible, responsive guidance**
 - Need PA C2 tools to phase & tailor PA effort & messages
 - More specific & timely guidance to increase initiative & ops discipline
 - Format & distribution IAW AOC standards to increase support
 - Clearly communicate constraints to increase authority for PA initiative
- **USAFE/PA CTOs – model for formal, ATO-cycle, PA C2**
 - Prioritized efforts & objectives; formal; continuous & responsive
 - Need to mature, validate & normalize thru exercises & high-tempo ops

Notional continuum of capabilities



“Flexible communication options”



III. *Proposed CONOPS*





Wartime PA CONOPS: premises

■ Assumptions:

- **Wartime media ops a key combat enabler**
- **Public opinion = key Center of Gravity for democratic nations at war**
- **Enemies will fight asymmetrically—highly active in propaganda**
- **Achieving & sustaining end state requires winning hearts & minds**
- **PAG & e-mails as PA planning & C2 tools woefully insufficient**
 - **Inflexible, slow/static, not-integrated or linked to O-Plan objectives**
- **Wartime PA ops must be effects-based & centrally-planned**
- **AOC has potential to enable PA integration, precision & initiative**

■ Demands:

- **Normalized, formal, integrated, continuous-loop planning**
 - Full spectrum PA engagement & integration
- **Increased PA initiative, precision & integration**
- **Normalized, formal PA C2 & ops discipline**



Vision: NAF/WFHQ/PA

- **Seamless transition to war; improved integration; effects-based ops**
- **Expand, enhance relationships w/ senior staff & combatant PA**
- **Staffed to coordinate w/ & visit AEW/CCs, embassies, host nations**
- **Build, coordinate & continually refresh effects-based PA war plans**
- **Nucleus of war-time CFACC/PA team: enable success of others**
 - Develop & exploit expertise on AOR, AOC ops, IW, AEF sourcing...
- **Build quality PA ops training into NAF exercises ICW AEF cycle**
- **Increase & improve coordination & teamwork with IW community**
- **Enhance SA & nurture readiness of deploying PA forces**
- **Develop & refresh AOR PA CONOPS & PA tool kit**
- **Define requirements, plans & COORD processes for reach-back PA**
- **Develop, mature, validate, employ & normalize PA C2 products**
 - Formal, CFACC-approved, precision PA guidance for each ATO cycle
- **EFFECT: Normalized PA ops; Increased initiative, mass & precision**

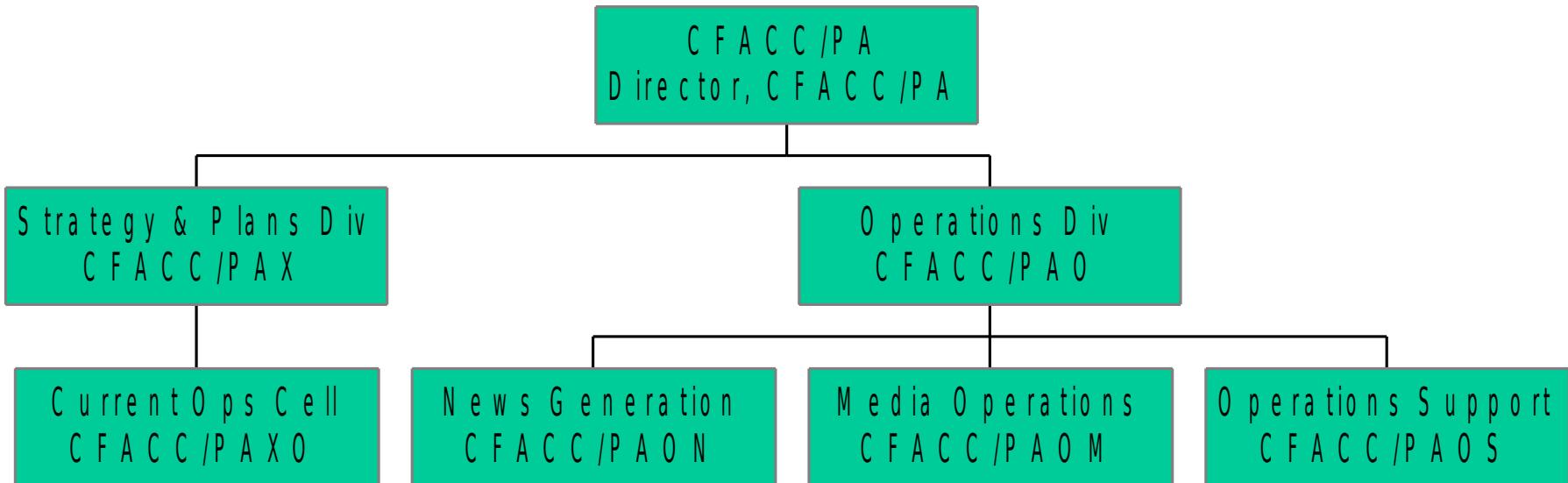
CFACC/PA:

Capability Requirements



- **Seamless transition to war thru full spectrum engagement**
- **Strategic-level leadership of AF PA ops ISO the operation**
- **E-B, integrated, deliberate, continuous PA planning & C2**
- **Monitor & exploit current ops**
- **Operational leadership of USAF PA ops in the AOR**

Requirements-based CFACC/PA Organization Construct





Seamless transition to war

thru

- Mission of NAFs/War Fighting Headquarters (WFHQ)
 - Each has standing AOC & supporting IW flight
- Continually engaged across spectrum of conflict
 - Air components for supported theater command
 - Develop & nurture vital relationships for joint & inter-service COORD
 - Theater expertise:
 - Language, History, Culture, Media & Political Environment
 - Continuous loop planning: Deliberate & contingency planning
 - Robust exercises
 - Hone, mature & validate Plans & TTP
 - Normalize procedures; Secure confidence & support
- PA Answer: Robust PA capability at WFHQs
 - Must be built on warfighting capability requirements....

Strategic-level leadership of Air Component PA ops



■ **CFACC/PA**

- **Senior leadership for all USAF PA ops in support of CFACC**
 - Authority to source/task/request PA support world-wide
 - Including un-assigned & un-attached forces
 - Ex: Synchronized, E-B PA ops at Red Flag, C2TIG, etc.
- **Liaison to combatant command, joint, inter-agency & coalition PA**
 - Lead senior-level PA COORD with air arms of other services
- **Trusted, integrated, personal PA advisor to CFACC**
- **Enabler! Work access, authority, resources, conflicts, capabilities**
- **Executive, strategic-level leadership function - Not Ops!**

Effects-based, integrated, deliberate, continuous PA



- **Strategy and Plans Division (CFACC/PAX) planning**
 - Integrated/embedded in AOC C-3 STRAT & Plans; Report to CFACC/PA
 - AOC, Plans & theater expertise
- **MISSIONS:**
 - Leverage, build on foundation of deliberate plans of WFHQ/PA
 - PA Planning COORD (up, down & horizontal)
 - **Continuous flow of PA ops guidance (C2) to all levels of command**
 - Annex F; Strategic Comm Plans; Comm Objectives
 - Comm Tasking Order; AOD input; IW Ops matrixes
 - PA Ops & Message phasing (*Aim Points*-like product as a C2 tool?)
 - Concentrates effort & effects; manages requirements; minimizes risk
 - **Link PA initiative to objectives in O-Plan & Air Campaign Plan**
 - **Operational level PA Ops assessment criteria, analysis and reporting**
 - Strategic analysis of effects, POLMIL & media environment (Not clips!)
 - **Coordinate & synchronize prioritized PA ops in REAR**
 - **Define requirements for PA Airmen in AOR & their scheme of maneuver**

Peelback; CFACC/PAX: Strategy & Plans Division



- **Nerve center of wartime strategic communication operation**
 - Deliberate & contingency PA planning must be fully integrated planning
- **Contribute to & monitor GAAT, MAAP, AOD and ATO development**
- **AOC & IW integration - coordinate, de-conflict, synchronize**
- **“Normalize” PA plans COORD between combatant & component**
- **Torrid battle rhythm! O&I update, STRAT briefs, CFACC updates...**
- **Produce daily PA guidance & C2 tools to empower & enable PA ops**
 - “Normalized,” formal, daily guidance to PA Airmen & CCs at all levels
- **Direct E-B PA ops by PA Current Ops Cell for “shaping” effects**
- **Enormous planning considerations:**
 - CG & CFACC intent, objectives, logistics, ROE, air flow, comm mediums
 - Coalition/host nation objectives & LIMFACs; Messages; Media interest
 - Enemy COAs - operational & propaganda; Branches & sequels
 - AEW PA & media beddown (JIBs, CPICs, embarks, embeds, unilaterals)
 - Critical events: opening bare bases; TALCE insertions; HMRO...

Monitor & exploit current ops



- **Strategy & Plans Current Ops Cell (CFACC/PAXO)**
- **MISSIONS:**
 - **Deliver deliberate, planned, precise, timely, effects-based PA ops**
 - Prioritized effort based on CFACC/PAX-defined objectives, missions
 - Timely releases on real-time combat ops to shape coverage
 - PA Application of IW “Football” concept - ATO-like mission taskings
 - **CFACC component of combatant & OASD/PA rapid response cell**
 - Real-time COORD of requests for strategic information
 - **Monitor real-time combat ops on AOC floor**
 - Provide constant SA from PA-savvy Airmen to PA forces at all levels
 - **Timely responses to unanticipated but actionable events in AOR**
 - **Liaison to IW Watch Desk on AOC floor**
 - **Submit & track RFIs submitted to JIC**
 - **Vector PA Ops Division research on AOC floor**
 - Refer PA operators to SMEs for timely & accurate responses

Operational leadership of AOR PA ops



■ **PA Operations Division (CFACC/PAO)**

- Real-time PA counsel & support of PA Airmen & CCs AOR-wide
- CFACC- and AOC-level PA ops

■ **News generation: CFACC/PAO News Generation Cell**

- Articles on operational- and strategic-level airpower topics & on AOC
- Tactical guidance to AEW PA news generation actions
- Tactical COORD of reach-back AFNS support; OPCON of AOR AFNS teams
- Liaison to COMCAM and AF VI Airmen; Security review

■ **Media ops: CFACC/PA Media Ops Cell (CFACC/PAOM)**

- Media liaison & RTQ
- CFACC & AOC media interview prep & COORD
- Media monitoring & clips

■ **Logistic & Admin Support: PA Operations Support Cell (CFACC/PAOS)**

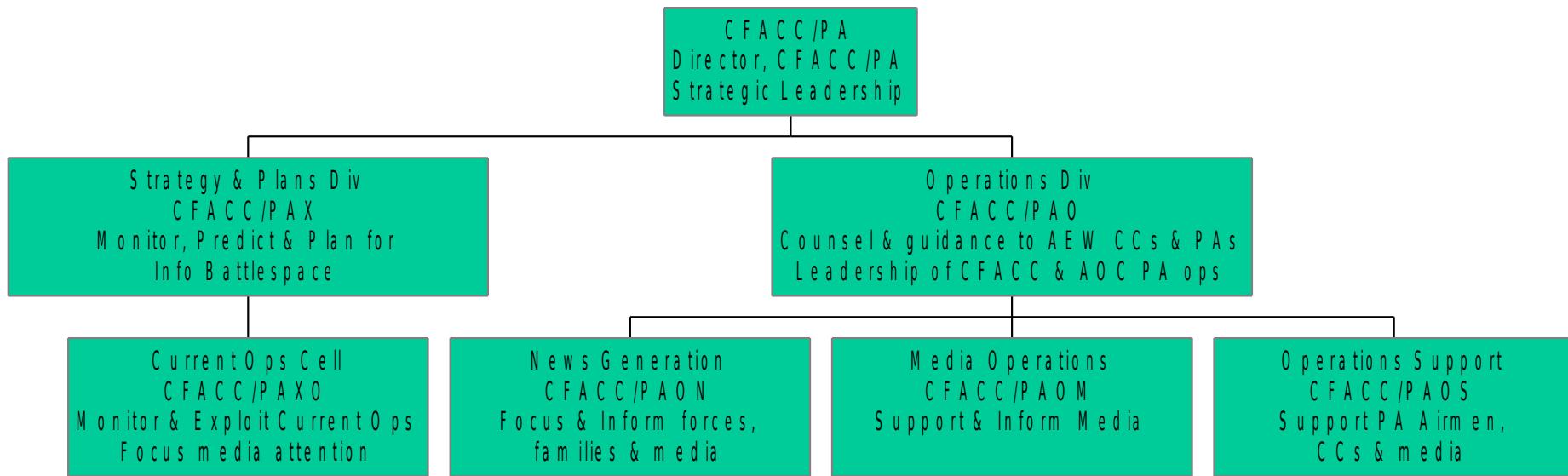
- PA force beddown; Clearances; In/out processing; Transportation
- Supplies; Admin & morale issues; Airlift & trans for media & PA Airmen
- Theater access; Comm requirements; Routine reports; IM; Awards/Decs

Peelback; CFACC/PAO: Ops Division



- **CFACC PA ops -- high-tempo, high-stakes**
 - **Tactical guidance & execution of AOR PA ops**
 - **Counsel to PA Airmen and CCs theater-wide**
 - **Exploit media interest shaped by PA Current Ops Cell initiatives**
 - **Lead, in-theater AF spokespeople**
 - **Requires air ops knowledge, media skills, experience & judgment**
 - Intensity, complexity of dynamic environment complicates actions
 - Media cycle times compressed by:
 - Fast-paced conflict; public interest/news appetite; media market forces
 - Coverage of tactical military action has strategic, geo-political implications
 - Coordination sources/SMEs are task-saturated & cautious in support
- **Leadership challenge: no directive authority over vital enabling suppliers**
 - Combat camera; AF photogs; A-6 for comm systems, lines, SAT comm
- **CFACC among best levels for communicating value & effects of airpower**
- **News generation products focus & inform global media reporting**
 - Tremendous synergy if synchronized with strategic operational objectives

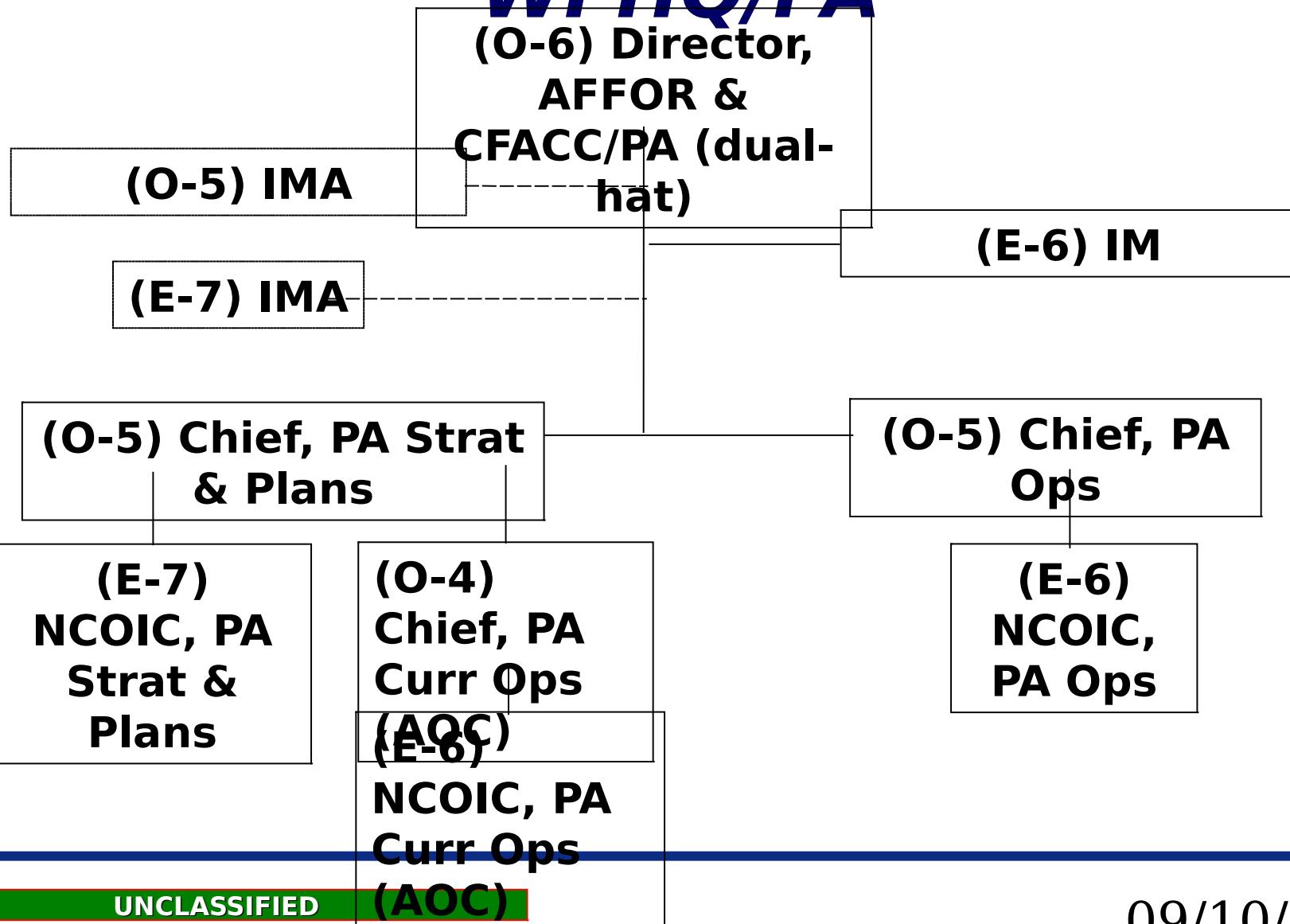
Requirements-based CFACC/PA Organization



View of a Notional



WFHQ/PA



IV. Road Ahead & Implications





Actions ongoing

- **Wartime PA capability a senior leadership, CORONA interest item**
- **AU's CADRE/PACE co-chairs PA IW working group**
 - Input to SAF/PA on PA - IW doctrine, resources, CONOPS...
- **ACC/PA defining mission & requirements for WFHQ PA**
 - Barriers & Issues:
 - Manning ceiling at HQ level organizations
 - AOC space & footprint
 - Qualified PA manning & current PA FGO manpower shortfalls
- **SAF/PA, AFPAC working to grow “strategic communicators”**
 - Warfighting requirements a key element of developmental models
 - SAF/PAR developing model for training requirements & “gates”
- **AFPC & SAF/PAR shaping the force**
 - Seeking officers for managed cross-flow; slots for *developmental* assignments
 - Influx of Airmen & broader skills should facilitate PA transformation
- **AFSOC/PA increasing & normalizing PA & media play in OREs, ORIs**
- **OASD/PA's DINFOS adjusting PA schoolhouse curriculum**

Implications



- **PA Career Field is operational - REALITY!**
- **PA Airmen must be Airmen first**
 - Expertise in doctrine, tenets of airpower, leadership - **VITAL!**
 - **Must take PME very seriously** - not a square-filling function
- **Increased requirements for ops-related training**
 - IWAC, CWPC, AOC ops, Info Ops, PSYOP, deception ops
 - Logically phased ISO development plans, ops needs
- **Strategic development of PAOs with theater expertise**
 - Languages, culture, history, military organizations...
- **PA increasingly a strategic, inter-agency function**
 - Build knowledge of inter-agency PA network, values, processes
- **PA ops excellence requires diverse skills & Airmen**
 - Expect increased flow of Airmen into & out of PA
- **Move to robust, realistic PA & media play in exercises, inspections**
 - Must apportion manpower, money, time to train for wartime missions

Brain busters! Transforming PA:



Not just doctrine & bodies...

- **How to:**
- **Counter perception/allegation** airpower is indiscriminate, imprecise, cowardly?
- **Show “pointy/delivery end” of airpower** & magnify its psychological effects while still communicating precision?
- **Show airpower’s support of land-centric phases** of operations & peace-making, peace-enforcement operations?
- **Tell story of airpower** despite host nation governments denying media access to air bases? Secure access?
- **Lead the broader PA community** to an integrated, centrally planned, effects-based PA CONOPS?
- **Explain to the media & public** that these initiatives support & comply with responsibility to provide timely, accurate info free of propaganda?
- **Fully & effectively integrate & employ** Reserve Component PA Airmen, PA civilians & contractors?
- **Advocate, rapidly resource & apply** the sort of changes proposed in this briefing?

Summary



- **GWOT has proven PA is operational & a combat enabler!**
- **OEF & OIF proved necessity & utility of AOC integration**
 - Full spectrum engagement; continuous planning & C2; normalized ops
- **CFACC/PA CONOPS:**
 - **Wartime excellence demands full spectrum engagement**
 - Doctrine, organizations, manning, TTP, training – all must mature
 - AOC & IW integration requires manpower & training commitment
- **USAF & PA career field responding to lessons learned**
 - Changes in doctrine, manning, development, training forthcoming
 - Exciting times!
 - Challenges & opportunities for dedicated Airmen

Questions/Discussion

